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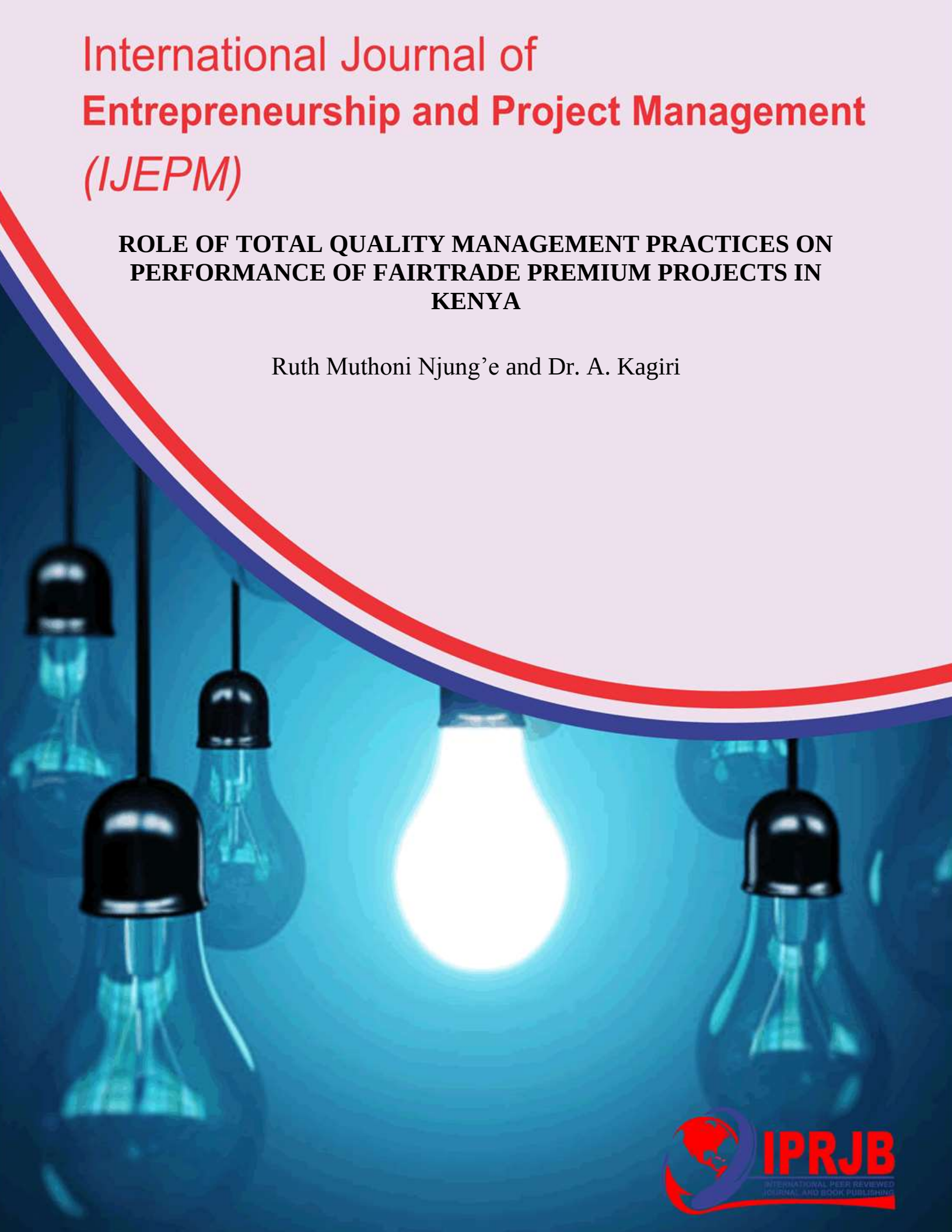

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# ROLE OF TOTAL QUALITY MANAGEMENT PRACTICES ON PERFORMANCE OF FAIRTRADE PREMIUM PROJECTS IN KENYA

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## Abstract

**Purpose:** The purpose of this study was to establish the role of total quality management on the performance of fair trade premium projects with particular reference to Flamingo Horticulture Limited (herein referred to as the company or organization).

**Methodology:** The target population for this research comprised of the employees, the management and the fair trade premium committee of the Flamingo Horticulture Limited. The study employed descriptive research design. A census sampling was carried out and the sample size was 46. Survey method was used to solicit the information. The researcher used a questionnaire to collect primary data which was analyzed using qualitative and quantitative analysis techniques then presented in tables. Data collected will be both quantitative and qualitative. Validity and reliability of the questionnaire was enhanced by carrying out a pilot study prior to data collection. The data collected was analyzed using descriptive statistics by aid of Statistical package for social scientists (SPSS). The results were presented in form of Tables.

**Results:** The studies found that quality management planning, customer focus and application of Quality Management planning approaches such as auditing, continuous improvement, monitoring & evaluation have positive effect on performance of fairtrade premium projects. Correlation analysis showed that there were positive and significant correlations between performance of Fairtrade premium projects in Kenya and all independent variables (quality management planning, $r=0.537$, $p<0.05$; customer focus, $r=0.542$, $p<0.05$; leadership qualities, $r=0.476$, $p<0.05$ and, QMS approaches, $r=0.452$, $p<0.05$).

**Unique contribution to theory, practice and policy:** The study recommended that Fairtrade organizations should integrate quality management planning in their overall planning process to ensure identification of risks, to ensure that errors are eliminated throughout the operational process and products and services are produced at an optimal quality that can satisfy all stakeholders. Adoption of quality management will enable the leaders to use their personal values, ethics, and commitment to the organization's vision and mission, passionate to energize and create a synergy in teams; heading towards accomplishment of organizational goals. With high level of quality improvement quality management practices and leadership will be higher since leadership qualities are associated with successful quality improvement.

**Key words:** *Fairtrade, Quality Management Practices, Performance*

## 1.0 INTRODUCTION

Quality can be defined as the totality of features and characteristics of an entity that bear on its ability to satisfy stated or implied needs (ISO 9000:2000), where an entity can be a product, a component, a service or a process. Quality is the degree to which inherent or assigned characteristics of project management and its product(s) fulfill stakeholders' requirements, needs and specifications. Quality management is defined as the activities in order to direct and manage a project with regard to quality. The elements of quality management include quality planning, quality control, and quality assurance (Zafarani, 2011).

The need for quality management derives from mass production at the beginning of the twentieth century. Quality management has developed from product-related quality control to company-related Total Quality Management (TQM), aiming for continuous process improvement (Huemann, 2004). Project quality management includes processes and activities of the performing organization that determine quality policies, objectives and responsibilities so that the project will satisfy for needs for which it was undertaken. It implements the quality management system through policy and procedures with continuous process improvement activities conducted throughout as appropriate (Stojcetovic, Prlinevic, Stajcic & Miletic 2014). Quality achievement by projects is also another dimension of assessing project success. The quality of projects and project information has a significant influence in project success (Zafarani, 2011).

TQM is the process of continuous improvement using selected tools techniques and training to guide decision making and to plan actions. The results are quality processes, products, and services and thus high level of customer satisfaction. TQM is not just confined to production or services. It also influences the other components like work culture, employees, employees' attitude and other departments of an organization. It points out that to ensure total quality each and every department of an organization must be responsible for the quality of their work. Each of the components of an organization must work properly in order to maintain quality as each part, each activity, each person related to organization affects others and get affected by them (Oakland, 2003). TQM aims to improve the quality of product and service of an organization by improving the quality at every level like system, management, planning and leadership (Ulle & Kumar, 2014).

The basic approach to project quality management in any organization is intended to be compatible with International Organization for Standardization (ISO) quality standards. ISO 9001 Quality Management System Standards are highly recognized international management meta-standards designed to improve operational efficiency, ensure customer satisfaction, grant a competitive edge, increase cost savings, guarantee high quality and increase market capitalization (Dick, Heras & Casedeus, 2008). With globalization, companies in Kenya have been exposed to the highly competitive global market. Globalization calls for higher levels of quality, efficiency and effective delivery of service and products. Kenyan companies have embraced ISO as a management tool to compete and enhance performance in provision of services to both local and international clients (Wanambisi, 2010). Flamingo Horticulture Kenya is a flower farm/organization that grows flowers for export. It employs a large workforce.

Flamingo Horticulture Kenya currently supports several fairtrade projects across Kenya in the areas of Timau, Siraji and Naivasha.

### 1.1 Statement of the Problem

In an attempt by commercial entities to improve their service delivery and profitability, fair-trade projects must strive for total quality management. This emanates from the fact that management issues account for 65% of the factors contributing to project failure. In this regard, factors such as poor leadership in project delivery and insufficient management support are some of the most important management related predictors of project failure (McManus, & Wood-Harper, 2008). In Kenya, a 2017 report by the Deloitte, as cited by Mbogo (2018) showed that Kenya faced immense challenges related to the failure, delay and abandonment of considerable numbers of private and public projects. Lack of quality management led to cost overrun for 48% and time overrun for 87% of projects in the country. It is thus important to find out the level to quality management affects the performance of fair-trade projects. Without studies such as this current one, prescribing solutions to some of the causes of poor performance could remain an elusive goal. This ought not to be so since these projects have immense benefits on those they target.

A noticeable research is found in quality management literature in manufacturing, service, and public sector organizations; however, less research is available for fair-trade premium projects. A review of the previous studies on the relationship of ISO certification and performance has given mixed results. In the manufacturing industry, it has been reported that quality management systems improve internal process quality, which results in operational performance and subsequently financial performance (Sampaio, Saraiva & Rodriguez, 2011). Wahyan, Kirche and Khumawala (2002) and Sampaio, Saraiva and Rodriquez (2011), reported a positive relationship between ISO certification and financial performance. In a related study by Feng, Terziovski and Samson (2007) of Australian and New Zealand-based manufacturing service companies concluded that ISO 9001 certification has a positive weak effect on business performance.

Much of the research to date focuses on the extent to which Fairtrade is able to support its primary beneficiaries, namely the farmers in small producer organizations, and the workers on certified plantations. However there is little research exploring the extent to which labourers employed by Fairtrade farmers benefit from Fairtrade. Recognizing this, a research team at the School of Oriental and African Studies in London undertook a multi-year study, funded by the UK Department for International Development, to try to understand more about this issue (DFID, 2013). The research found that the agricultural workforce in these locations is in general poor and vulnerable, and that Fairtrade's work with farmers in cooperatives does not necessarily result in any significant benefits trickling down to the workers on those farmers' farms. For Fairtrade to become an effective tool to support such workers requires other interventions beyond the current standards.

In Kenya, some studies have shown that ISO 9000 certified companies registered some benefits such as increased market share, increased productivity and increased customer satisfaction (Kagura, 2004: Mucai, 2008). Further, as study on implementation of TQ in secondary schools in

Kenya found that board of governors were not providing the requisite leadership and there was no commitment to management planning (Ngware et al, 2006).

The studies carried out in Kenya have focused on the benefits organisations claim to be implementing quality management systems have amassed. There is little evidence that any study has been conducted in relation to the role of total quality management practices on the performance of the fairtrade premium projects undertaken by the flower companies. The Kenyan flower sector which supplies between 30-35% of the flowers auctioned in Europe (Kinyanjui, 2009) is an economic driver. This study therefore aims to fill this scarcity of information by collecting factual and relevant data, and attempting to examine and assess other factors that affect project performance.

## 2.0 LITERATURE REVIEW

### 2.1 Theoretical Review

#### 2.1.1 Deming Theory

Deming's theory was postulated by Deming (1993). Founded on the systems theory, Deming's theory is based on managed philosophy. It is founded on the premise that institutions are comprised of one system that entails systems made of interrelated processes and people. These work closely together such that there is seamless achievement of goals. In this light, the success of employees are pointed out by the theory is pegged on the ability of "the management to develop a delicate balance for different components so that the entire system can be optimized" (Martinez-Costa, 2008). Knowledge from the system can be invited and keenly used in learning and improvement processes in order to achieve the goals of the organization (Deming, 1993).

Within the context of the theory, the shift from predominant management style to quality management necessitates keen understanding of the interrelatedness and operations of the systems of the organization. In this theory, quality is "defined as the optimization of components' performance to achieve the goals and objectives of the system." However, some organisations are characterized with lack of clearly defined purposes; especially in long-run purposes. Most organizations are often characterized with short-term thinking, short-term performance evaluations and bottom-line thinking with the aim of getting quick-fix solutions, (Carder & Ragan 2009). This theory is important and relevant to this study since as posited by Deming (1993), an organization should be meticulously managed since they will not manage themselves. Quality management is thus pivotal since this could affect the performance of fair-trade premium projects. Goal-oriented approaches to management are recommendable since these contribute to the performance of the organization as conceptualized in this current study. Without this approach, the Fair-trade projects would be haphazardly managed; which may lead to lack of achievement of some predetermined goals.

#### 2.1.2 Quality Improvement Theory

Continual Improvement principle involves constantly refining processes that enables an organization to become more efficient. Continual improvement should become permanent objective of any organization in that there is no organization that would like to remain static but

instead must aim at improving itself at all levels that ensures growth (Hoyle, 2005). Padma, Garnesh and Rajendran (2008) reiterated the importance of continuous improvement in that attainment of world-class goals is only possible by continuous improvement in all aspects of performance.

There are many methods for quality improvement that cover product improvement, process improvement and people based improvement. They include continuous improvement, six sigma, Total Quality Management (TQM) and lean thinking. The basic rule for continuous improvement is that it is always possible to improve processes**,** products or services in a way the input resources is reduced, quality of output is increased or cost is lowered. The challenge is to find the right way to change to improve. Another vital aspect is the mind-set that everything can be improved; get a better match of customers' needs with fewer resources (Lofgren, 2012).

It has taken on the acronym FOCUS-PDCA: Find a process to improve, Organize to improve a process, Clarify what is known, Understand variation and Select a process improvement. Then move through the process improvement plan: Plan—create a time line, including all resources, activities, dates, and personnel training, Do—implement the plan and collect data, Check—analyze the results of the plan and finally Act—act on what was learned and determine the next steps. The Deming Circle/ PDCA cycle has the steps "plan, do, check, and act". The cycle establishes the base for continuous improvement of the (production) process. If, based on data quality, deficits are detected; a change in the process is planned and tried out on a small scale. The results of this change are checked. If the data improves, the change in the process is introduced. If the improvement did not happen, the cycle is started anew with fresh planning (PMBOK, 2004).

The FOCUS-PDCA acronym is an easy system for management to communicate to teams, and it helps them stay organized and on track with the end result in mind. The system has proven to be very successful for the CQI (Continuous Quality Improvement) team approach (NHS Institute for Innovation and Improvement, 2008). Quality management has developed from product-related quality control to company-related Total Quality Management (TQM), aiming for continuous process improvement (Huemann, 2004).

Six sigma claims that focusing on reduction of variation will solve process and business problems. By using a set of statistical tools to understand the fluctuation of a process, management can begin to predict the expected outcome of that process. If the outcome is not satisfactory, associated tools can be used to further understand the elements influencing that process. Six sigma includes five steps: define measure, analyze, improve and control (NHS Institute for Innovation and Improvement, 2008).

Lean thinking is also called lean manufacturing or the Toyota production system. Lean focuses on the removal of waste, which is defined as anything not necessary to produce the product or service (NHS Institute for Innovation and Improvement, 2008). Lean's focus is manifested in an emphasis on flow. There are five essential steps in lean: Identify which features create value, Identify the sequence of activities called the value stream, Make the activities flow, Let the customer pull product or service through the process and perfect the process. Lean focuses on removing waste and improving flow, it too has some secondary effects. Quality is improved. The

product spends less time in process, reducing the chances of damage or obsolescence. Simplification of processes results in reduction of variation. As the company looks at all the activities in the value stream, the system constraint is removed, and performance is improved (NHS Institute for Innovation and Improvement, 2008).

### 2.3 Conceptual Framework

A conceptual framework is a graphical or diagrammatic representation of the relationship between variables in a study (Mugenda & Mugenda, 2003). It helps the researcher see the proposed relationship between the variables easily and quickly. In this study, the conceptual framework is based on independent variables which are quality management planning, customer focus, quality leadership, QMS approaches and performance of the organization as the dependent variable.

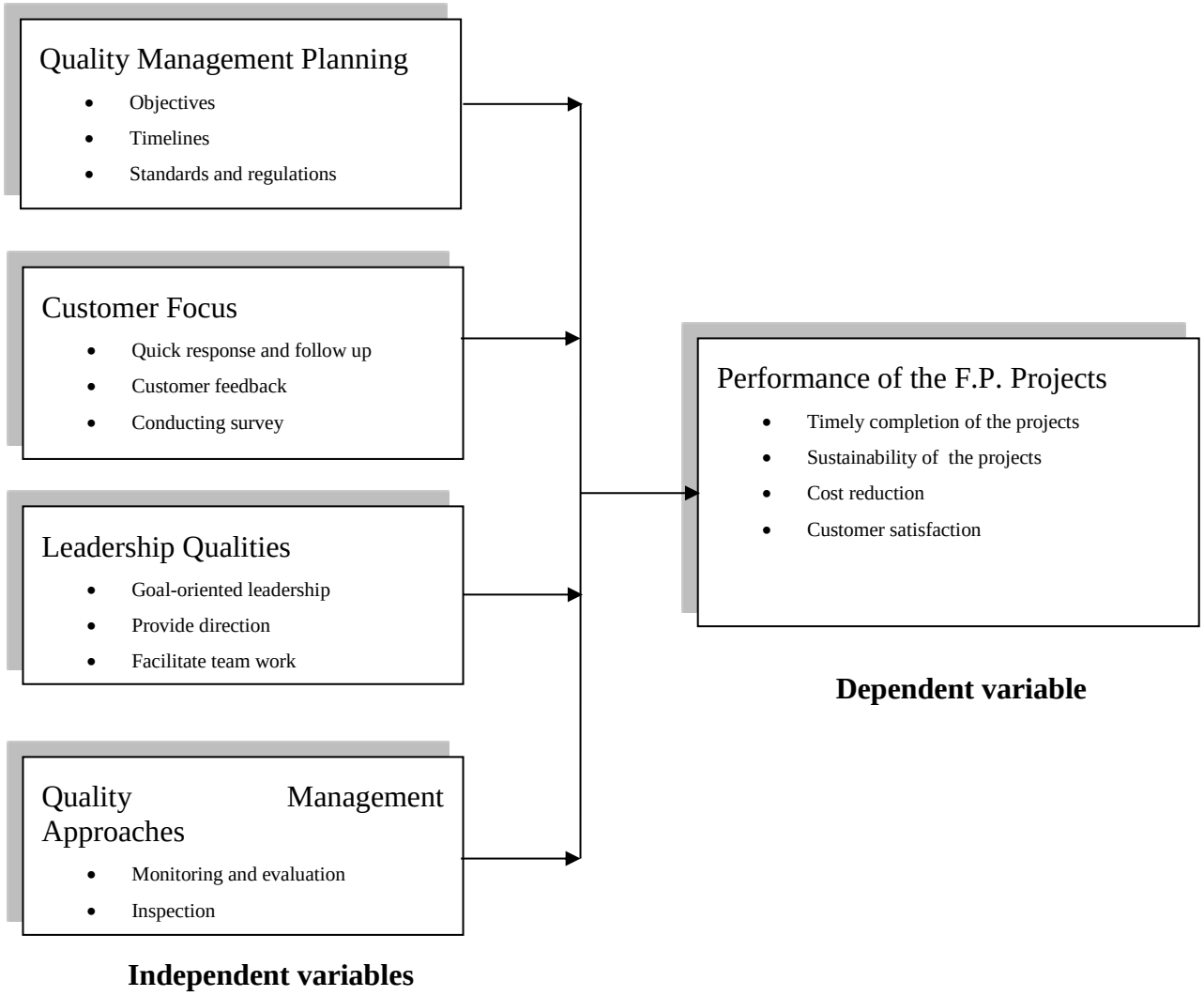


**Figure 1: Conceptual Framework**

## Empirical Review

### Quality Management Planning

Jaafreh and Al-abedallat (2012) performed a study that empirically examines the extent to which QMPs and Organizational Performance are correlated and how QMP impacts on organizational performance. The results of this study showed that there was a significant relationship between quality management dimensions (leadership, strategic planning, customer focus, and employee relation) and organizational performance. This means the managers should be concerned about these dimensions to enhance the organization performance of the organization. Chandra (2013) did a study on strategy adopted to incorporate quality aspects during management of projects for overall stakeholder satisfaction and for building brand name with profitability.

Akinyi (2013) did a study on Total quality management innovations and Performance among non-governmental organizations in Nairobi County, Kenya. The findings were TQM implementation has positive effects on overall firm performance. Huemann (2004) in his study on improving quality in projects and programs found for all types of projects and programs quality management has to be an integral part of the contents and management processes. The quality management of the project or program further depends on the quality management of the project-oriented company. Project-oriented companies often have a quality management system based on a combination of ISO certification and excellence models and use different quality management methods to continuously improve their performance.

Feng, Terziovski, and Samson (2007) examined the relationship of ISO 9001:2000 Quality System certification with operational and business performance in Australian and New Zealand-based Manufacturing service companies found out that ISO 9001 certification has a positive and significant effect on operational performance, but a positive weak effect on business performance. They therefore concluded that ISO 9001 certification by itself does not lead to improvement in business performance. Hussain (2008) studied Implementation of quality management Techniques to improve the quality of yarn. This dissertation provides the insight of quality management status of cotton yarn industry of Pakistan by addressing the issue of quality management implementation in the industry and its performance outcomes.

### Customer Focus

Neto et al. (2007), state that matching or exceeding the customer's expectations results in a satisfied customer. They argue that meeting customer's expectations can reflect how loyal a client becomes to a provider or a brand and can result in higher sales, lower levels of sensitivity to price and positive comments about the provider and the brand. Idoro (2008) are of the view that clients' satisfaction can be measured from several perspectives. However, three parameters, time, cost and quality, remain the most prominent in research studies. Rotoli et al. (2007) are of the position that the project goal, which considers the clients' goals, is measured from several perspectives, but the main aim is to prompt clients to identify and clearly present their goals and to motivate all managers involved to inform and remind all individuals of the project goals.

Michell et al. (2007) note that clients' primary concern is the completion of the project within the budget and deadline and at the required level of quality. Time dimension of assessing project

success is the most common aspect brought out in the literature review. Pretorius et' al (2012), found out that project management organizations with mature time management practices produce more successful projects than project management organizations with less mature time management practices. Project time is the absolute time that is calculated as the number of days/weeks from start on site to practical completion of the project. Speed of project implementation is the relative time, Chan (2001)

**Leadership Qualities**

Daniel, Prinzessin, and Utz (2007) investigated the top management role in rational decision making in the critical situation for the development of organizational performance, and concluded that the speed of decision-making is affected by decision maker's achievements, motivation, networking abilities, and action orientation. The success of any quality management effort depends upon a number of organizational factors. As indicated by Gray, Clifford, and Larson (2008), characteristics of an effective and productive project team are team spirit, trust and quality of information exchange among team members. In addition, these characteristics contribute towards effective decision-making processes, enhancing commitment of team members, developing self-forcing and self-correcting project controls. According to Gorbovtsov (2009), team members must possess certain team-related skills to perform effectively. Research has shown team members must be able to adapt to unpredictable situations, monitor each other's behavior, and provide constructive feedback to improve overall team performance.

**Quality Management Approaches**

Wysocki (2007) in the work on effective project management: traditional, adaptive, extreme argues that the M&E phase of a project plays a critical role in the success of a project. This is particularly so since it ensures that the customer's requirements are met, and that resources and the expenditure required for each deliverable are matched. As such, having a predetermined M&E framework could influence the success of FPPs projects as conceptualized by this current study. Internal quality management programs adopted by organization are less effective in delivering the desired performance outcomes unless these programs are integrated with external market-orientation, based on customer needs identification (Kee-hung & Edwin, 2005).

Gacharia (2014) examined the relationship of 9001:2008 Internal Quality Audit and performance of the Coca-Cola bottling plants. The study established that the ISO 9001:2008 internal quality audits on various scope areas of the ISO 9001:2008 quality management system positively impacted various performance areas to a great extent. Willar (2012) conducted a study on improving quality management system implementation in Indonesian Construction companies. The results of this study show that the companies motives in developing and implementing QMS in the first instance were encouraged by positive intentions to successfully operate projects without substantive time-delays and cost overruns. This study provides insights into the Culture-based Quality Management System Improvement Implementation Framework, in particular the role of organizational culture in driving the effective implementation of the quality management system.

## 3.0 METHODOLOGY

The target population for this research comprised of the employees, the management and the fairtrade premium committee of the Flamingo Horticulture Limited. The study employed descriptive research design. A census sampling was carried out and the sample size was 46. Survey method was used to solicit the information. The researcher used a questionnaire to collect primary data which was analyzed using qualitative and quantitative analysis techniques then presented in tables. Data collected will be both quantitative and qualitative. Validity and reliability of the questionnaire was enhanced by carrying out a pilot study prior to data collection. The data collected was analyzed using descriptive statistics by aid of Statistical package for social scientists (SPSS). The results were presented in form of Tables.

## 4.0 RESULTS

### 4.1 Demographic Data of Respondents

The study participants comprised 42 members of Flamingo Horticulture Limited, the target being 46 respondents. The study sought to investigate the Gender of the respondents, level of education, level of management and period worked in Flamingo Horticulture Kenya. The findings were obtained and presented in the following section.

#### 4.1.1 Gender Analysis

Out of the 42 respondents, there were 22 (52.4%) males and 20 (47.6%) females. This implies that there was gender equality while recruiting staff at Flamingo Horticulture Limited.

**Table 1: Gender Analysis**

| | Frequency | Percentage |
|---|---|---|
| Male | 20 | 47.6 |
| Female | 22 | 52.4 |
| Total | 42 | 100.0 |

#### 4.1.2 Age of the Respondents

The study sought to find out the age of the respondents. According to the findings 21.4% of the respondents were aged 21-30 years, 35.70% were aged 31-40 years, 31% were aged 41-50 years and 11.9% were aged above 50 years. These findings show that the respondents came from diverse age groups with the vast majority being from younger age groups. As such age-related bias could be avoided. It also implied that all the workers employed at Flamingo Horticulture Kenya were adults.

**Table 2: Age of the Respondents**

| | Frequency | Percentage |
|---|---|---|
| 21-30 years | 9 | 21.4 |
| 31-40 years | 15 | 35.7 |
| 41-50 years | 13 | 31.0 |
| Over 50 years | 5 | 11.9 |
| Total | 42 | 100 |

### 4.1.3 Level of Education

The respondents were asked to state their level of education. Table 3 shows that majority of the respondents at 57.1% had secondary and tertiary/college level education, 31% had undergraduate university degrees while 11.9% had masters degrees. These findings show that the respondents had sufficient educational qualifications to adequately respond to the study questions.

**Table 3: Level of Education**

| | Frequency | Percentage |
|---|---|---|
| Certificate/ diploma | 24 | 57.1 |
| Degree | 13 | 31.0 |
| Masters | 5 | 11.9 |
| Total | 42 | 100 |

### 4.1.4 Level of Management

The researcher sought to find out the level of management the respondents were in.

Table 4 illustrates that 61.9 % of respondents were in low level management, 19.1% were in supervisory level, 9.5% were in the top management and 9.5% were in fairtrade premium committee. The findings illustrated that the all the respondents were well represented in the various management levels of the organisation.

**Table 4: Level of management**

| | Frequency | Percentage |
|---|---|---|
| Low level | 26 | 61.9 |
| Supervisory level | 8 | 19.1 |
| Top Level | 4 | 9.5 |
| F.P. Committee | 4 | 9.5 |
| Total | 42 | 100 |

### 4.1.5 Period Worked in Flamingo Horticulture Kenya

The respondents were asked to indicate the number of years they had worked for Flamingo Horticulture Limited. The findings illustrated that the majority of the respondents, 23.8% had worked for above 5 years, 38.1% had worked for 3-5 years, 28.6% had worked for 1 to 2 years and 9.5% had worked for less than a year. The findings show that most of the respondents had worked for the company long enough to understand the subject under investigation.

**Table 6: Period Worked in Flamingo Horticulture Kenya**

| | Frequency | Percentage |
|---|---|---|
| Less than one year | 4 | 9.5 |
| One to two years | 12 | 28.6 |
| Three to five years | 16 | 38.1 |
| More than five years | 10 | 23.8 |
| Total | 42 | 100 |

### 4.2 Understanding of Project Quality Management

The researcher sought to find out the extent to which the employees of Flamingo Horticulture Limited understood project quality management. When asked how much they understood project quality management majority of the respondents stated that they understood at a moderate extent 45.2%, while at a large extent 31% understood the project quality management, 16.7% of the respondents agreed that they understood the project quality management to a very large extent while 7.1% of the respondents understood project quality management to small extent. This was in line with the findings of Voth (2009), who revealed that team training, staff appraisal and acquisition of knowledge affected the performance of projects.

**Table 7: Understanding of Project Quality Management**

| | Frequency | Percentage |
|---|---|---|
| Very large extent | 7 | 16.7 |
| Large extent | 13 | 31.0 |
| Moderate extent | 19 | 45.2 |
| Small extent | 3 | 7.1 |
| Total | 42 | 100 |

#### 4.2.1 External Consultant Participation

The respondents were asked to state the extent to which implementing the Quality Management system required external consultant(s) participation. Majority of the respondents at 57.1% stated that external consultants were required 31%-50% of the time, while 40.5% stated that they were required 51-70% of the time and 2.4% stated that they were not required at all.

**Table 8: External Consultant Participation**

| | Frequency | Percentage |
|---|---|---|
| No participation | 1 | 2.4 |
| 31-50% | 24 | 57.1 |
| 51-70% | 17 | 40.5 |
| Total | 42 | 100 |

This is in line with the findings of Emmanuel (2015) who underlines the importance of monitoring and evaluation and project management experts in projects for purposes of enhancing the performance of the projects.

### 4.2.2 Level of Respondents Participation in QMS

Table 4.10 illustrates the level in which the respondents were involved in setting the quality management systems. A majority 57.1% stated that they were involved 31%-50% of the time, 14.3% stated that they were required 51-70% of the time, 14.3% stated they were involved 71-100% of the time and 14.3% stated that they were not all involved.

**Table 9: Level of Respondents Participation in QMS**

| | Frequency | Percentage |
|---|---|---|
| No participation | 6 | 14.3 |
| 31-50% | 24 | 57.1 |
| 51-70% | 6 | 14.3 |
| 71-100% | 6 | 14.3 |
| Total | 42 | 100 |

This agrees with Chikati (2009) who argues that "stakeholder planning and engagement enhanced the success of projects where such stakeholders are involved." This makes it evident that employees participation affects the level to which the performance of fairtrade premium projects in Kenya.

### 4.2.3 Quality Management Planning and the performance of FPP

The researcher assessed the level to which respondents agreed to the statement if the organization adopts quality management planning.

**Table 10: Adoption of quality management planning**

| | Frequency | Percentage |
|---|---|---|
| Yes | 38 | 90.5% |
| No | 4 | 9.5% |
| Total | 42 | 100.0 |

According to the analysis the majority of the respondents 90.5% agreed that the organization has adopted quality management planning. 9.5% of the respondents disagreed with the view that the organization has adopted quality management planning. It can be concluded that the adoption of quality management planning in the organization contribute to high performance of the fair trade premium projects. It is therefore evident that quality management planning played pivotal role in checking the performance of the FPP in Kenya.

### 4.2.4 Quality management planning and performance of FPP

The researcher sought to determine the effect of quality management planning on the performance of the FPP in Kenya.

**Table 11: Effects of quality management planning on performance of FPP**

| | Frequency | Percentage |
|---|---|---|
| Yes | 40 | 95.2 |
| No | 2 | 4.8 |
| Total | 42 | 100 |

Table 11 illustrates that the majority of the respondents, 95.2% of the agreed that the quality management influences performance of the organization. The findings are in line with Akinyi (2013) who argues that the goal of total quality management and continuous improvement is organization performance improvement. 4.8% did not agree that that the quality management influences performance of the organization.

### 4.2.5 Project quality management planning and performance of FPP

The study sought to find out the respondents' agreement level with statement related to quality management planning.

**Table 12: Project quality management planning and performance of FPP**

| | Mean | SD |
|---|---|---|
| Identification of customers and their needs enable setting of quality goals | 4.1 | 0.63 |
| Establishment of standards and regulations enable identification of problems in the project | 3.7 | 0.56 |
| Delegation of responsibilities self-sects informal leaders | 3.5 | 0.71 |
| SMART benchmarks promotes achievement of project objectives | 3.7 | 0.63 |
| Establishment of controls costs enable wise decision making | 3.9 | 0.52 |

According to the findings, the respondents strongly agreed that identification of customers and their needs enable setting of quality goals shown by a mean of 4.1. They moderately agreed that establishment of controls costs enable wise decision making as shown by a mean of 3.9. In addition, the respondents moderately agreed that establishment of standards and regulations enable identification of problems in the project shown by a mean of 3.7. The respondents also moderately agreed that SMART benchmarks promote achievement of project objectives shown by a mean of 3.7. The respondents moderately agreed that delegation of responsibilities self-sects informal leaders as shown by a mean of 3.5. This is in line with findings from studies done by Lofgren (2012) which state that "quality has a chain reaction of positive results: improving quality leads to costs decrease with less rework and fewer delays which improves productivity and captures the market with better quality and lower price".

### 4.3 Influence of customer focus on the performance of projects

The researcher assessed the influence of customer focus on the performance of fairtrade premium projects.

**Table 13: Influence of customer focus on performance of FPP**

| Response | Frequency | Percentage |
|---|---|---|
| Yes | 39 | 92.9 |
| No | 3 | 7.1 |
| Total | 42 | 100 |

Table 13 illustrates that the majority of the respondents at 92.9% agreed that the customer focus affects performance of the organization. 7.1% of the respondents disagreed with the statement that customer focus influences the performance of fairtrade premium projects. This shows that focusing on the customers enables their needs to be met, hence retention of the customers and royalty which means more sales. These findings agree with the findings of Read (2010) who believes that "customer feedback is critical in guiding organizations on the right path in developing products and improving services. An effective way of gathering customer feedback is by survey".

### 4.3.1 Customer focus and performance of FPP

The study sought to find out the respondents' agreement level with statements related to customer focus based on a 5-point likert scale (5=very large extent, 4=large extent, 3=moderate extent, 2=small extent, and 1=no extent at all).

**Table 13: Extent to which customer focus influence performance of FPP**

| | Mean | SD |
|---|---|---|
| The company offers high quality products and services | 3.9 | 0.45 |
| The company provides quick response to customer queries | 3.8 | 0.43 |
| The organisation conducts customer satisfaction survey on regular basis | 3.5 | 0.55 |
| The company incorporates the needs of the customer in improving products | 3.6 | 0.49 |

The scores for the likert scale were converted to means and standard deviations. According to the findings, all the responses were above the average mean of 2.5, with the highest mean reported for offering high quality products and services (3.9), followed by the company provides quick response to customer queries (3.8), then the company incorporation of the needs of the customer in improving products (3.6) and lastly the organisation conducts customer satisfaction survey on regular basis (3.5). These findings agree with those of a study by Ho (2011) who found that in order to achieve customer satisfaction, the quality process must be improved continuously until customer demands are met. Customer satisfaction is one of the most important strategies for any organisation to retain its business.

### 4.4 Leadership qualities and the performance of FPP

Table 14 illustrates that the majority of the respondents agreed that leadership qualities affect performance of the organization.

**Table 14: Effects of leadership qualities on performance of FPP**

| | Frequency | Percentage |
|---|---|---|
| Yes | 40 | 95.2 |
| No | 2 | 4.8 |
| Total | 42 | 100 |

As shown in Table 14, 4.8% disagreed that leadership qualities enhance the performance of the fairtrade premium projects. The findings therefore show that leadership qualities enable participation of employees in decision making which leads to motivation hence productivity. Also the needs of the customers are incorporated in decision making and also the organization has a clear vision and realistic goals. Leaders' responsibility is to ensure that their subordinates can achieve a high level of both effectiveness and efficiency (Tarsik, Kassim & Nasharudin, 2014).

### 4.4.1 Extent to which leadership qualities affect performance of FPP

The study sought to find out the extent to which leadership qualities affected the performance of FPP.

**Table 15: Extent to which leadership qualities affect performance of FPP**

| | Mean | SD |
|---|---|---|
| Involvement of employees in setting short-term organizational goals and performance objectives | 3.6 | 0.48 |
| Align staff capacities with planned activities | 3.8 | 0.54 |
| Team work is encouraged to increase employee involvement | 4.0 | 0.49 |
| Employees are encouraged to take ownership of work | 3.7 | 0.45 |

A majority of respondents stated that team work is encouraged to increase employee involvement (4.0). There was also moderate agreement with the statements on alignment of staff capabilities with planned activities (3.8), employees are encouraged to take ownership of work (3.7) and there is involvement of employees in setting short-term organizational goals and performance objectives (3.6). This was in line with the findings of Voth (2009), who revealed that team training, staff appraisal and acquisition of knowledge about scheduling affected the performance of projects.

## 4.5 QMS approaches applied to promote the performance of FPP

The researcher sought to find out the influence of quality management system approaches applied to promote the performance of the fairtrade premium projects.

**Table 16: Influence of QMS approaches on the performance of FPP**

| | Frequency | Percentage |
|---|---|---|
| Yes | 41 | 97.6 |
| No | 1 | 2.4 |
| Total | 42 | 100 |

Table 16 illustrates that majority of the respondents agreed to a very high extent that Quality Management Systems approach influence the performance of the organisation. The quality management system approaches enable inspection, review of processes and results, correction and application of good practices. This was in line with the findings of Akinyi (2013) who argues that "performance measure is the metric used to quantify the efficiency and/or effectiveness of an action". Few of the respondents disagreed that QMS approaches do not influence the performance of fair-trade premium projects.

### 4.5.1 Extent of QMS approaches improvement over the past five years

The researcher sought to find out the extent to which quality management systems approaches have improved in the past five years.

**Table 17: Extent of QMS approaches improvement over the past five years**

| | Frequency | Percentage |
|---|---|---|
| Large extent | 30 | 71.4 |
| Moderate extent | 12 | 28.4 |
| Total | 42 | 100 |

The respondents were asked their opinion on how QMS approach has improved over the past five years. The findings show QMS approach has improved to a large extent with a majority of the respondents agreeing to a high extent at 71.4% and 28.4% agreed to a moderate extent. This is in line with Lofgren (2012) who argues that "continuous improvement ensures that it is always possible to improve processes, products or services in a way the input resources is reduced, quality of output is increased or cost is lowered.

### 4.5.2 Extent to which QMS approaches influence performance of FPP

The researcher assessed the level to which the respondents agreed to selected statement on the influence of quality management system approaches on the performance of fairtrade premium projects in Kenya.

**Table 18: Extent to which QMS approaches influence performance of FPP**

| | Mean | S.D |
|---|---|---|
| Monitoring and evaluating and application of knowledge in the organization | 3.8 | 0.58 |
| Displaying a continuous learning environment and staff show commitment even when setbacks occur | 3.9 | 0.53 |
| Auditing of processes in the organization | 3.8 | 0.49 |
| Review and improvement of processes and products | 3.8 | 0.49 |
| Defining results, assign resources, and preparation of an operational plan | 3.7 | 0.46 |

Table 18 shows respondents agreement with QMS approach effect on performance based on a 5-point likert scale. According to the findings, all the responses were above the average mean of 2.5, with the highest mean reported for displaying a continuous learning environment and staff show commitment even when setbacks occur mean of 3.9 (agreement to a very great extent), Most of the respondents , mean of 3.8 agreed to a high extent that Monitoring and evaluating and application of knowledge in the organization provided corrective measures in case of challenges when implementing fairtrade premium projects, this is in line with the findings of Engela and Ajam (2010) who argue that "M &E enables projects to be executed according to knowledge and that this makes it is possible to make corrective measures to non-performing projects."

Furthermore, most of the respondents with a mean of 3.8 for both Auditing of processes in the organisation and Review and improvement of processes and products agreed to a high extent that auditing of the processes in the organization combined with review and improvement of the same processes enhances the performance of fairtrade premium projects in Kenya and lastly the majority of respondents agreed to a great extent that defining results, assigning resources, and preparation of an operational plans enhances the performance of the fairtrade premium projects at a mean of 3.7. These findings agree with the findings of Wysocki (2007) who found out that "the M&E phase of a project plays a critical role in the success of a project."

### 4.6 Project Quality Management and the Performance of FPP

The researcher sought to find out the extent to which project total quality management affects the performance of fairtrade premium projects in Kenya.

**Table 19: Project Quality Management and performance of FPP**

| | Mean | SD |
|---|---|---|
| Improved customer satisfaction | 4.0 | 0.38 |
| Increased employee motivation | 3.8 | 0.43 |
| Reduction in non-conformity costs | 3.7 | 0.51 |
| Increase in the number of sponsors for the projects | 3.9 | 0.43 |
| Improved process optimization | 3.7 | 0.47 |

The findings demonstrated a general agreement that Quality management results in positive effects on all the performance measures. However, the effect was more pronounced in improved customer satisfaction at a mean of 4.0, Moderate levels of agreement by the respondents showed increase in the number of sponsors for the projects at a mean of 3.9, the respondents agreed to a moderate extent that increased employee motivation at a mean of 3.8 and reduction in non-conformity costs at a mean of 3.7 and improved process optimization at a mean of 3.7 influenced performance of the fairtrade premium projects. This agrees with Chikati (2009) who argues that "stakeholder planning and engagement enhanced the success of projects where such stakeholders are involved." This makes it evident that stakeholder participation affects the level to which the performance of Fairtrade Premium projects in Kenya.

### 4.7 Inferential Results

#### 4.7.1 Correlation Analysis

Correlation analysis carried out to test the relationship between the independent variables and the dependent variable. The findings as presented in Table 20 shows that there were positive and significant correlations between performance of Fairtrade premium projects in Kenya and all independent variables (quality management planning, r=0.537, p<0.05; customer focus, r=0.542, p<0.05; leadership qualities r=0.476, p<0.05 and, QMS approaches, r=0.452, p<0.05). These findings show that all the variables under investigation affected the performance of Fairtrade premium projects in Kenya. This corroborates the findings of Hussain (2008) which shows that Implementation of quality management techniques has positive influence on projects.

**Table 20: Correlation Analysis**

| Variables | Output | Performance of Fairtrade Premium Projects |
|---|---|---|
| Performance of Fairtrade Premium Projects | Pearson Correlation | 1 |
| | Sig. (2-tailed) | |
| | N | 79 |
| Quality Management Planning | Pearson Correlation | .537** |
| | Sig. (2-tailed) | .000 |
| | N | 79 |
| Customer Focus | Pearson Correlation | .542** |
| | Sig. (2-tailed) | .000 |
| | N | 79 |
| Leadership Qualities | Pearson Correlation | .476** |
| | Sig. (2-tailed) | .000 |
| | N | 79 |
| QMS Approaches | Pearson Correlation | .452** |
| | Sig. (2-tailed) | .000 |
| | N | 79 |

**. Correlation is significant at the 0.01 level (2-tailed).

### 4.7.2 Regression Analysis

Regression analysis was carried out to find out the level to which the dependent variable could be predicted by the independent variables.

***Model Summary***

The coefficient of determination $R^2$, which is the proportion of variance in the dependent variable that can be explained by the independent variables, was 0.573. This shows that 57.3% of the variance in the Performance of Fairtrade Premium Projects was explained by the four independent variables: Quality Management Planning, Customer Focus, Leadership Qualities, and, QMS Approaches. The adjusted $R^2$ value of 0.541 means that 54.1% of the variance in the Performance of Fairtrade Premium Projects can be accounted for by the population from which the sample was obtained.

**Table 21: Model Summary**

| Model Summary | | | | |
|---|---|---|---|---|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .781[a] | .573 | .541 | .89713 |

a. Predictors: (Constant), Quality Management Planning, Customer Focus, Leadership Qualities, QMS Approaches

***Analysis of Variance***

**Table 22** presents the results obtained from the Analysis of Variance (ANOVA). The F-ratio in the ANOVA table tests whether the overall regression model is a good fit for the data. In this study, the findings show all the independent variables statistically significantly predict the dependent variable, $F = 17.333$, $p < 0.05$, and that other variables not included in this model may have accounted for the remaining variance. This means that the regression model was a good fit for the data.

**Table 22: Analysis of Variance**

| ANOVA[b] | | | | | | |
|---|---|---|---|---|---|---|
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 67.253 | 4 | 16.813 | 17.333 | .000[a] |
| | Residual | 71.759 | 74 | .970 | | |
| | Total | 139.012 | 78 | | | |

a. Predictors: (Constant), Quality Management Planning, Customer Focus, Leadership Qualities, QMS Approaches

b. Dependent Variable: Performance of Fairtrade Premium Projects

***Regression Coefficients***

**Table 23** presented the regression coefficients obtained from this study. Significant Standardized Beta Coefficients shows that an increase in Quality Management Planning, Customer Focus, Leadership Qualities, QMS Approaches by 1 unit would lead to an increase in the Performance of Fairtrade Premium Projects by 0.345, 0.121, 0.712 and 0.271 units respectively. In this regard, the strongest factor influencing the Performance of Fairtrade Premium Projects was Leadership Qualities. This was followed by Quality Management Planning and QMS Approaches. The least important variable was Customer Focus.

**Table 4.25 Regression Coefficients**

| Coefficients[a] | | | | | | |
|---|---|---|---|---|---|---|
| | | Unstandardized Coefficients | | Standardized Coefficients | | |
| Model | | B | Std. Error | Beta | t | Sig. |
| 1 | (Constant) | 2.112 | 2.401 | | .726 | .000 |
| | Quality Management Planning | .424 | 1.045 | .345 | .371 | .000 |
| | Customer Focus | .277 | .651 | .121 | .216 | .000 |
| | Leadership Qualities | .814 | 0.900 | .712 | .623 | .000 |
| | QMS Approaches | .473 | 1.708 | .271 | .319 | .000 |

a. Dependent Variable: Performance of Fairtrade Premium Projects

## 5.0 SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

### Effects of Quality Management Planning on Performance of FPP

The researcher sought to determine the effects of quality management planning on the performance of FPP in Kenya. Most of the respondents agreed to a very high extent that the organization has adopted quality planning management, most of the respondents also agreed that quality management has influenced the performance of the organization. Generally speaking, the desire for quality improvement is one of the principle reasons behind the implementation of quality management systems. These findings confirm that quality management planning can bring specific internal benefits such as improving services quality and increasing efficiency/productivity with positive effects reported for its ability in identification of customers and their needs, establishment of controls costs enable decision making, setting standards and regulations to enable identification of problems in the projects, setting SMART benchmarks promote achievement of project objectives and delegation of responsibilities self-sects informal leaders . This is in line with findings from studies done by Lofgren (2012) states that quality has a chain reaction of positive results: improving quality leads to costs decrease with less rework and fewer delays which improves productivity and captures the market with better quality and lower price.

**Influence of Customer Focus on Performance of FPP**

The majority of the respondents agreed to a very high extent that customer focus positively affect performance of the organisation. These findings confirm that customer focus involve analyzing the customer requirements which leads to an environment of continuous improvement in order to meet the customers' needs and also surpassing those needs which leads to satisfaction of the customers and all stakeholders of the project which leads to sustainability of the project. The findings confirm that customer focus positively influence performance of the organisation by offering high quality products and services, providing quick response to customer queries, incorporation of the needs of the customer in improving products and lastly the organisation conducts customer satisfaction survey on regular basis. These findings agree with those of a study by Ho (2011) who found that in order to achieve customer satisfaction, the quality process must be improved continuously until customer demands are met. Customer satisfaction is one of the most important strategies for any organisation to retain its business.

**Influence of Leadership qualities on Performance of FPP**

Most of the respondents agreed to a very high extent that leadership qualities positively affected performance of the organisation. The finding suggests that leadership is associated with successful quality improvement. It led to goal-oriented leadership. This led to detailed attention to achieve the goals and objectives of FPP. Quality leadership is an approach to management that focuses on giving top value to customers by building excellence into every aspect of the organization. The findings of the study support this since leadership qualities ensure that team work is encouraged to increase employee involvement alignment of staff capabilities with planned activities, employees are encouraged to take ownership of work and there is involvement of employees in setting short-term organizational goals and performance objectives. These findings are in line with those of a study conducted by Daniel, Prinzessin and Utz (2007) who investigated the top management role in rational decision making in the critical situation for the development of organizational performance. Laohavichen, Fredendall, and Cantrell study (as cited by Ho, 2011) results from an empirical case study indicate that quality management practices and leadership are higher in those companies with a higher level of quality improvement.

**Effect of QMS Approaches on Performance of FPP**

Most of the respondents agreed to a great extent that QMS approach has improved at a large extent over the past five years, further an equal number of the respondents indicated that it has improved moderately. Continuous improvement in an organisation ensures that it is possible to improve processes**,** products or services in a way the input resources is reduced, quality of output is increased or cost is lowered. This is achieved through the use of quality policies, quality objectives, audit results, data analysis, corrective and preventive actions and management review. The findings of the study reported displaying a continuous learning environment and staff show commitment even when setbacks occur , monitoring and evaluating and application of knowledge in the organization, auditing of processes in the organisation , review and improvement of processes and products and lastly defining results, assign resources, and preparation of an operational plan. These findings are in line with studies done by Padma,

Garnesh and Rajendran (2008) who reiterated the importance of continuous improvement in that attainment of world-class goals is only possible by continuous improvement in all aspects of performance. Hale and Hartley (2005) investigated the adoptability of quality management practices by high performing and low performing technology organizations and concluded that high performing firms had implemented quality management practices more broadly than low performing high technology firms.

**Effects of Project Quality Management on Performance of FPP**

The study demonstrated improvements in performance as depicted by improved customer satisfaction, moderate levels of agreement were also reported, increase in the number of sponsors for the projects, increased employee motivation, Reduction in non-conformity costs and improved process optimization. There are studies that have found a significant relationship between quality management and performance of organizations. The goal of Total Quality Management and Continuous improvement is organization performance improvement (Akinyi, 2013). Continuous improvement ensures that it is always possible to improve processes**,** products or services in a way the input resources is reduced, quality of output is increased or cost is lowered (Lofgren, 2012). These findings agree with the study.

## 5.2 Conclusion

Based on the study findings, a number of conclusions can be made. It can be concluded that successful organizations are distinguished by the high quality of their products, services and processes. One reason for their success is that customers have become increasingly quality conscious and demand such high quality standards. It is certainly true that the development and application of a quality assurance system helps institutions to better organize and synchronize their operations by documenting their processes, clearing out ambiguities and clearly defining duties and responsibilities among employees i.e. aligning staff capabilities and departments.

The high level of knowledge by respondents indicated that quality management is not a complex system and can be easily implemented by many organizations. However, in addition to external consultant support employees must also be taken through continuous training and quality awareness programs to ensure that the benefits of the system are achieved. The findings reveal the significant relationship between quality management and performance. Thus, the study provides valuable information to community organizations regarding quality management for the attainment of sustainability, improvement of performance and attainment of the overall goals.

## 5.3 Recommendations

In line with findings of the study, the following recommendations are made. This is done based on the study variables.

### 5.3.1 Quality management planning

Fairtrade organizations should integrate quality management planning in their overall planning process to ensure identification of risks, to ensure that errors are eliminated throughout the operational process and products and services are produced at an optimal quality that can satisfy all stakeholders.

### 5.3.2 Customer focus

Quality management should be adopted to improve customer focus i.e. all stake holders of the project. Customer focus involve analyzing the customer requirements or needs which leads to an environment of continuous improvement in order to meet the customers' needs and also surpassing those needs which leads to satisfaction of the customers and all stakeholders of the project which leads to sustainability of the project. Quality management should be used to ensure that the firm has the ability to provide customers with low cost, high quality, fast delivery, flexibility, and service.

### 5.3.3 Leadership Qualities

Adoption of quality management will enable the leaders to use their personal values, ethics, and commitment to the organization's vision and mission, passionate to energize and create a synergy in teams; heading towards accomplishment of organizational goals. With high level of quality improvement quality management practices and leadership will be higher since leadership qualities are associated with successful quality improvement.

### 5.3.4 QMS approaches

It is recommended that when quality management is implemented by approaches such as monitoring and evaluation, auditing processes, displaying continuous learning environment and also review and continuous improvement of processes and products. The better quality will lead to lower costs, which lead to lower prices which in turn will lead to satisfied customers and stakeholders. Better quality and lower prices mean the community organisation can expand its coverage and can stay in business creating jobs and a greater return on investment.

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